

CITY OF ASHEVILLE ELECTED OFFICIALS GUIDE TO EMERGENCIES AND DISASTERS



**Prepared by:
Asheville Fire & Rescue**

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Introduction

Responding effectively to disasters requires a coordinated community-wide effort. As an elected official, you have a significant role in the City's Emergency Operations Plan (EOP) and your response to disasters is an important part of the continuity of government in the City of Asheville. Your actions influence community members, as well as employees, and directly impact the City's ability to protect lives and property. This guide is designed to provide you information relating to your role during disasters and to help you make more informed decisions.



The City's EOP clearly spells out how the various City of Asheville departments, individually and collectively, prepare for, respond to and recover from disasters. This integrated emergency management system is based on an "**all-hazards approach**" to dealing with disasters which allows the City to manage these events in a consistent, professional manner. It also provides an effective response for dealing with any type of disaster that we may face.

This guide has been developed for Asheville City Council members for your use before, during, and after disasters. This guide is divided into several main categories including:

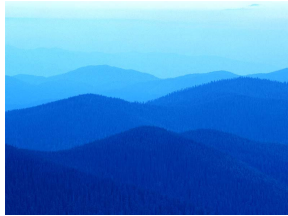
Disaster Declarations, Preparedness, Response, Recovery, Mitigation and Media Guide

This guide also includes a list of important phone numbers and tips for working with the media. If you have any questions or would like to learn more about emergency management, please contact me at (828) 259-5636. Thank you for the service that you provide the citizens of Asheville!



*Gregory H. Grayson,
Fire & Rescue Chief*

Top Seven “Musts” for Asheville Elected Officials to Know:



1. Attend briefings

In a major emergency event, there will be periodic briefings of key city and county staff. These meetings discuss the issues, facts and planned approaches to problem resolution. Generally, these may be joint city/county briefings. Overall incident needs and strategies are usually discussed during briefings. Briefing information is also distributed electronically. These are usually held in large city or county meeting rooms and NOT at the Emergency Operations Centers.

2. Review I.A.P.s

In all significant emergency events, AFR will issue Incident Action Plans (IAPs). The plans indicate what the specifics of the event are and support information. Usually, a graphical type briefing will be available for key staff.

3. Work through the NC system

Requests for resources must go through county to state to federal governments in order to ensure delivery and qualify for potential reimbursement. The city's requests are generally coordinated between the emergency operating centers and the system should always be exhausted before working outside of the system.

4. Help spread a consistent message

Generally, during large emergencies, there are key points that need to be communicated to the public each day. These may be progress steps or focus areas for that particular day. Presenting a clear, unified message is important to accomplishing the mission.



5. Ask questions

As you have questions about what operations staff are doing or not doing, inquire through the City Manager or Assistant City Manager. Staff welcomes the opportunity to share with the elected officials the strategies that are being employed. Contact numbers are listed in this document for your reference.

6. Work through the incident commander

On site of a large emergency, there will be an incident commander. They will usually be identified by an incident commander vest and will most likely be located at or near the command

post. Access to the site, on scene information, safety concerns and other important data can be obtained from the incident commander. The incident commander will most likely be a Fire and Rescue Chief Officer or a ranking police officer. All personnel on an emergency scene must coordinate through the on scene incident commander. If there is a question where the incident commander is located, please inquire through the City Manager's Office or ask any public safety person on an emergency scene.



7. Agencies will work within their established priorities

In an emergency, each department will conduct their work under established priorities. Generally, priorities are 1) Life safety, 2) Incident stabilization and 3) Property conservation.

National Incident Management System

Since the September 11, 2001, attacks on the World Trade Center and the Pentagon, much has been done to improve prevention, preparedness, response, recovery, and mitigation capabilities and coordination processes across the country. A comprehensive national approach to incident management, applicable at all jurisdictional levels and across functional disciplines, would further improve the effectiveness of emergency response providers and incident management organizations across a full spectrum of potential incidents and hazard scenarios. Such an approach would also improve coordination and cooperation between public and private entities in a variety of domestic incident management activities. For purposes of this document, incidents can include acts of terrorism, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, typhoons, war-related disasters, etc.

On February 28, 2003, the President issued Homeland Security Presidential Directive (HSPD)-5, which directs the Secretary of Homeland Security to develop and administer a National Incident Management System (NIMS).

NIMS makes America safer, from our Nation to our neighborhoods:

NIMS establishes standardized incident management processes, protocols, and procedures that all responders -- Federal, state, tribal, and local -- will use to coordinate and conduct response actions. With responders using the same standardized procedures, they will all share a common focus, and will be able to place full emphasis on incident management when a homeland security incident occurs -- whether terrorism or natural disaster. In addition, national preparedness and readiness in responding to and recovering from an incident is enhanced since all of the Nation's emergency teams and authorities are using a common language and set of procedures.

Advantages of NIMS:

NIMS incorporates incident management best practices developed and proven by thousands of responders and authorities across America. These practices, coupled with consistency and national standardization, will now be carried forward throughout all incident management processes: exercises, qualification and certification, communications interoperability, doctrinal changes, training, and publications, public affairs, equipping, evaluating, and incident management. All of these measures unify the response community as never before.

NIMS was created by representatives across America including:

- Federal government,
- States,
- Territories,
- Cities, counties, and townships,
- Tribal officials,
- First responders.

Key features of NIMS:

- **Incident Command System (ICS).** NIMS establishes ICS as a standard incident management organization with five functional areas -- command, operations, planning,

logistics, and finance/administration -- for management of all major incidents. To ensure further coordination, and during incidents involving multiple jurisdictions or agencies, the principle of unified command has been universally incorporated into NIMS. This unified command not only coordinates the efforts of many jurisdictions, but provides for and assures joint decisions on objectives, strategies, plans, priorities, and public communications.

- **Communications and Information Management.** Standardized communications during an incident are essential and NIMS prescribes interoperable communications systems for both incident and information management. Responders and managers across all agencies and jurisdictions must have a common operating picture for a more efficient and effective incident response.
- **Preparedness.** Preparedness incorporates a range of measures, actions, and processes accomplished before an incident happens. NIMS preparedness measures including planning, training, exercises, qualification and certification, equipment acquisition and certification, and publication management. All of these serve to ensure that pre-incident actions are standardized and consistent with mutually-agreed doctrine. NIMS further places emphasis on mitigation activities to enhance preparedness. Mitigation includes public education and outreach, structural modifications to lessen the loss of life or destruction of property, code enforcement in support of zoning rules, land management, and building codes, and flood insurance and property buy-out for frequently flooded areas.
- **Joint Information System (JIS).** NIMS organizational measures enhance the public communication effort. The Joint Information System provides the public with timely and accurate incident information and unified public messages. This system employs Joint Information Centers (JIC) and brings incident communicators together during an incident to develop, coordinate, and deliver a unified message. This will ensure that Federal, state, and local levels of government are releasing the same information during an incident.

Chain of Events

Typically, the City of Asheville manages emergency events occurring on a daily basis. Thousands of emergency responses occur every year that are managed by city staff in their entirety.



When events necessitate resources beyond the city's usual resources, we first reach out into Buncombe County for neighboring agencies that can offer specialized equipment, personnel and resources. These agreements are pre-existing and are recognized as "mutual aid" type agreements between agencies. The city uses mutual aid agreements on a frequent basis. These agencies include fire departments, law enforcement agencies, as well as non-profit community partner agencies (Non-Governmental Agencies or NGO'S), such as the American Red Cross.

When resources beyond Buncombe County are necessary, the city makes requests through Buncombe County Emergency Management who in turn makes requests through North Carolina Emergency Management. North Carolina Emergency Management can assist in the provision of logistical supplies, additional equipment or personnel or technical expertise. The North Carolina National Guard is also activated through this system. North Carolina can also receive assistance from other southeastern states through a mutual aid pact between states.

If resources are needed beyond state resources, North Carolina Emergency Management makes requests to Federal agencies, such as Homeland Security or the Federal Emergency Management Agency for additional assistance.

Declarations



Local government has direct responsibility Asheville Fire & Rescue works closely officials, at this time, Buncombe County responsible for emergency management and is recognized by the state as such. State government has additional legal responsibilities for emergency response and recovery. Buncombe County Emergency Management serves as the point of contact between the City of Asheville and North Carolina Division of Emergency Management (NCEM). Federal government also has legal authorities and is a source of fiscal resources, as well as specialized personnel and equipment.

for the safety of its residents. While with State and County emergency Emergency Management is officially activities inside Buncombe County

Specific areas of authority and responsibilities for emergency management are clearly stated in state law and local ordinances. These laws provide for a specific line of succession for elected officials and ensure continuity of government and leadership during an emergency. The City Attorney's Office provides legal guidance as needed throughout the process.

The emergency management and homeland security director for Buncombe County is Mr. Jerry VeHaun. The city's emergency preparedness coordinator is Fire & Rescue Chief Gregory Grayson. The COA emergency preparedness coordinator serves under the operational control of the City Manager and is responsible for coordinating all emergency operations at the city's Emergency Operations Center (EOC). In addition, Asheville Fire & Rescue has additional staff to serve in the Asheville EOC to ensure around the clock emergency management and coordination. Buncombe County operates the state recognized Emergency Operations Center (Buncombe EOC) and it is managed by Mr. VeHaun under the direction of the County Manager and state emergency management staff.

In the City of Asheville, an Asheville Fire & Rescue Chief Officer is on duty 24/7 so that when an emergency occurs, appropriate resources are immediately activated. Asheville Fire & Rescue also communicates regularly with neighboring jurisdictions, as well as the State of North Carolina, to monitor conditions in and around the City of Asheville.

When conditions warrant, the city's EOC is activated and serves as the coordination point for the City's response. Working around the clock, staff from various city departments coordinate response plans and develop continuing plans for continuing actions until the event concludes.

State of emergency defined. (G.S. 14-288)

Condition that exists whenever, during times of public crisis, disaster, rioting, catastrophe, or similar public emergency, public safety authorities are unable to maintain public order or afford adequate protection for lives or property, or whenever the occurrence of any such condition is imminent

Who can declare. Governor, mayor, municipal official, chairman of the board of commissioners or county official, any chief executive official or military commanding "acting under the authority of any other applicable statute or provision of the common law to preserve the public peace in a state of emergency."

What it means. Activates local ordinances and any and all applicable local plans, mutual assistance compacts, and agreements. Also authorizes the furnishing of assistance. Local ordinances may restrict or prohibit movement of people in public places; operation of businesses; possession, transportation, sale, purchase, and consumption of alcoholic beverages, dangerous weapons, substances, and gasoline, as well as "other reasonably necessary" measures.

There are a number of laws that cover local emergencies and the declaration of a local emergency by a local jurisdiction. In general, North Carolina General Statute (NCGS) 166A (otherwise known as the North Carolina Emergency Management Act) provides guidance for local ordinances that cover disasters. For the City of Asheville, Chapter 2, Sec. 2-2 provides the following information:

Sec. 2-2. State of emergency; authority of mayor; imposition of restrictions.

- (a) *A state of emergency shall be deemed to exist whenever, during times of great public crisis, disaster, rioting, catastrophe or similar public emergency, for any reason, city public safety authorities are unable to maintain public order or afford adequate protection for lives or property.*
- (b) *If an existing or threatened state of emergency occurs endangering the lives, safety, health and welfare of the people within the city, or threatening damage to or destruction of property, the mayor is authorized and empowered to issue a public proclamation declaring to all persons the existence of such a state of emergency and, in order to more effectively protect the lives and property of people within the city, to place in effect any or all of the restrictions authorized in this section.*
- (c) *The mayor is authorized and empowered to limit by proclamation the application of all or any part of such restrictions to any area specifically designated or described within the corporate limits of the city and to specific hours of the day or night and to exempt from all or any part of such restrictions law enforcement officers, firefighters and other public employees, doctors, nurses, employees of hospitals and other medical facilities, on-duty military personnel, whether state or federal, on-duty employees of public utilities, public transportation companies, and newspaper, magazine, radio broadcasting and television broadcasting corporations operated for profit and such other classes of persons as may be essential to the preservation of public order and immediately necessary to serve the safety, health and welfare needs of the people within the city.*
- (d) *The mayor shall proclaim the end of such state of emergency or all or any part of the restrictions imposed as soon as circumstances warrant or when directed to do so by the city council.*
- (e) *During the existence of a proclaimed state of emergency, the mayor may impose by proclamation any or all of the following restrictions:*
 - (1) *Prohibit or regulate the possession off one's own premises of explosives, firearms, ammunition or dangerous weapons of any kind and prohibit the purchase, sale, transfer or other disposition thereof.*

- (2) *Prohibit or regulate the buying or selling of beer, wine or intoxicating beverages of any kind and their possession or consumption off one's own premises.*
- (3) *Prohibit or regulate any demonstration, parade, march, vigil or participation therein from taking place on any of the public ways or upon any public property.*
- (4) *Prohibit or regulate the sale of gasoline, kerosene, naphtha or any other explosive or inflammable fluids or substances.*
- (5) *Prohibit or regulate travel upon any public street, alley or roadway or upon any other public property, except by those in search of medical assistance, food or other commodity or service necessary to sustain the well-being of themselves or their families or some member thereof.*
- (6) *Prohibit or regulate the participation in or carrying on of any business activity and prohibit or regulate the keeping open of places of business, places of entertainment and any other places of public assembly.*
- (f) *Any proclamation may be extended, altered or repealed in any particular during the continued or threatened existence of a state of emergency by the issuance of a subsequent proclamation.*
- (g) *During the existence of a proclaimed state of emergency, it shall be unlawful for any person to violate any provision of any restriction imposed by any proclamation authorized by this section.*
- (Code 1965, § 2-4)

State law references: Authorization of municipalities to enact ordinances to deal with states of emergency, G.S. 14-288.12; local emergency authorizations, G.S. 166A-8.
Secs. 2-3--2-30. Reserved.



Within Asheville City Government staff, the emergency operations chain of command is typically as follows:
City Manager, Assistant City Manager, Fire and Rescue Chief, Police Chief, Public Works Director

The Declaration Process

- Step 1:** Conditions indicate a local disaster is likely to occur or has already occurred.
- Step 2:** The Mayor issues a Proclamation of Emergency.
- Step 3:** The Mayor requests declaration from Governor.
- Step 4:** The Governor requests Presidential Declaration

The above steps are required to ultimately receive Federal assistance. While the City Manager can issue a Declaration of Emergency, the Mayor is the only person who can issue a proclamation that will start the process to ask for Federal involvement. The Fire and Rescue Chief as well as the Police Chief will play key roles in providing information that will be needed for such a proclamation and will be involved throughout the entire process.

In many situations, the City and the County can issue coordinated or combined proclamations when an event is affecting both governmental bodies equally. This should be given consideration since assistance we will receive from the Federal Government will be coordinated by the state through Buncombe County Emergency Management, then to the City of Asheville.



Preparedness

Preparedness involves activities that are done before a disaster, such as training, planning, community education and exercises. To be prepared, you should have plans and supplies for both your home and workplace. Equally important is communicating those plans to your families and co-workers practicing them as well.



- Make sure you have developed an adequate emergency preparedness plan for you and your family. Asheville Fire and Rescue can provide you with information on disaster preparedness.
- Discuss emergency preparedness with your staff.
- Have water, non-perishable food and other supplies on hand to be able to be self-sufficient for 72 hours.
- Have all important phone numbers you may need readily available. Include critical community leaders you may want to contact during an event.
- Make sure your personal vehicle is ready to go (chains, tires, full tank of fuel)
- Get a briefing on preparedness activities from the appropriate City official. The City Manager and/or the Fire and Rescue Chief will provide all members of council with regular updates during an emergency event.
- Decide ahead of time where you want to be during the incident.
- Attend training. In addition to locally offered training, training is also available online from the Emergency Management Institute through an Independent Study program at <http://training.fema.gov/EMIWeb/IS> .

Response

The scenes of disasters and risks to your safety and welfare. involve contaminated flood myriad of slipping and falling smoke, toxic atmospheres and Hazardous materials events can cause numerous types of can involve chemical, biological,



emergencies involve significant Natural disasters, such as floods, water and debris that can produce a hazards. Major fires produce the possibility of structural collapse. usually involve toxic materials that health hazards. Terrorism threats radiological or explosive devices.

We generally recommend that you do not respond to disaster scenes because of safety concerns for you as well as emergency responders working at the scene. However, if you choose to respond to the scene, we ask that you follow these guidelines:

- The Fire and Rescue Department or the Police Department will establish a “Hot Zone” where only persons with the proper protective clothing and training are allowed to enter due to hazards to health and safety. Be prepared to follow their guidance and understand that if you are denied access it is for your safety.
- Park your car in a safe place away from the incident and in an area where your vehicle does not obstruct the road. Blocked roads may slow emergency vehicles from reaching their destination.
- Always respond uphill and upwind.
- Report to the Incident Commander as soon as you arrive at the scene. This person is responsible for directing all activities at the incident scene. The Incident Commander should be located at the Command Post and should be wearing official identification.
- Pay attention to your surroundings. Many responders are struck by cars every year because they are operating in the roadways where drivers are easily distracted by the disaster or incident.
- Watch where you step. The scene may contain hazardous materials that can wind up on your shoes, which in turn can wind up in your car, home or business. Do not walk into or touch spilled material. Avoid inhaling fumes, smoke and vapors. Avoid floodwater as it may be contaminated and never drive through a flooded roadway.
- Remember, the scene of an act of terrorism is an area where someone intended to harm people; it is also a crime scene.

During a disaster, you are likely to receive calls from your constituents. Through these conversations you may be able to collect information from residents and businesses that you can funnel to the right department for action through the appropriate channels.

It is up to everyone to help manage public expectations about what government can or cannot provide during or after a disaster. It is helpful when you reassure constituents that the city government is still functioning and ensure them that we will work very hard to get back to normal as quickly as possible.



Recovery

Recovery involves all of the cleanup activities that are necessary to be able to return the area to normal. This involves getting all of the damage repaired, utilities restored and the debris cleaned up. Recovery is often the hardest part of the response to disasters and may continue for an extended time. As soon as it is safe to do so, the City government will conduct preliminary damage assessments to determine the level of property damage and the parts of the critical infrastructure that may be damaged.



During the recovery phase you may find it helpful to get briefings from City staff on the extent of the damage and status of the recovery process. These briefings will be held regularly and scheduled as the conditions require.

The City's priority for service is the same as for the county and the state:

1. Life Safety
2. Critical Facilities/ Incident Stabilization
3. Property Damage

Residents have their own priorities which may be different than those of the City. For example, a resident may have a tree that has been blown down in their backyard as a result of a storm and they want it cleared right away. The tree is not causing any hazards to life safety or critical systems, and therefore is not considered a very high priority for the City, additionally; City policy may prohibit certain actions by City resources on private property. Residents are often unaware of the scope of a disaster and may have unrealistic expectations about what local government can do for them as everyone works to recover.

Some of the biggest issues that occur after the disaster involve the following:

- **Debris Removal:** Debris removal on private property is typically not covered by FEMA or the City and is the property owner's responsibility. If you have a constituent who has a significant problem with debris removal, call the Fire and Rescue Department. We may be able to find ways to help.
- **Sandbags:** Constituents may not understand why we cannot provide sandbags. The number of bags and amount of sand required to adequately protect a home is really more than most people understand and far exceeds our current resources. For example, to build a one-foot-high wall that is 100 feet long out of sandbags requires 800 sandbags and 13 tons of sand.
- **Rebuilding:** Residents may want to rebuild their house or business in the flood plain. This brings up zoning issues and City ordinance issues.
- **Response Time:** Residents may think that government is slow to respond. It typically takes the federal government at least 72 hours to respond to a local emergency.
- **Public Information:** Residents may report difficulty getting critical information about the disaster from the news media. Despite our efforts to communicate through the media by issuing regular news releases, local media often choose to edit the information significantly, which can make it inaccurate, or not use it at all in their reports. However, we are continuing our efforts to foster positive working relationships with all facets of the media. This is done in a myriad of ways, including media briefings and polling

media to see how they want to receive information, so that they will use the information in their reports. These positive relationships are critical during times of disasters, and the Communications Staff is working diligently to ensure information is getting to our residents.

During the recovery phase the City may be able to provide the following through county and state government resources:

- Drinking water
- Food
- Emergency Shelter

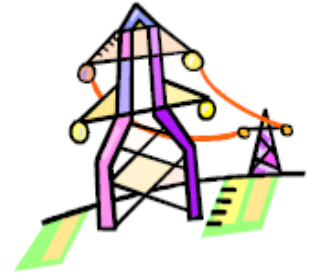
But we normally do NOT provide:

- Batteries
- Flashlights
- Ice
- Generators
- Sandbags

These items can typically be purchased through retail establishments. If you receive questions from your constituents about ice, you may want to refer them to the phone book where vendors are listed under the heading of "Ice." Generators and sand bags may be available from hardware stores, equipment supply companies and equipment rental businesses. During disasters, stores that sell generators and other emergency supplies will likely run out. Therefore, it is best for residents to have enough basic supplies on hand before an emergency so that they can be on their own for 72 hours. FEMA's role in providing individual assistance involves assisting citizens in filling out paperwork to get a low-cost loan from the Small Business Administration, providing temporary housing in the form of trailers, and providing some grants to replace items not covered by insurance. One of the most important contributions that elected officials can make is to point your constituents in the right direction for the information they need — that might be to a FEMA tele-registration number or a disaster field office, or there may be a need for volunteers to help with debris removal or other cleanup activities. If you have a constituent who has a special need for items or services, contact the Fire and Rescue Department at (828) 259-5636.

Mitigation

Mitigation is defined as taking sustained actions to eliminate long-term risk to people and property from hazards and their effects. It is often called the cornerstone of emergency management, but it can also be the most difficult concept to understand.



The primary goal of mitigation is to reduce the impact of natural hazards on our residents and property. Mitigation activities are undertaken to protect people and structures and to reduce the cost of response and recovery. For example, maintaining strong building codes can reduce property damage from storms, and storm water management initiatives can minimize flooding risks.

As part of our mitigation strategy we have identified the following mitigation priorities:

1. Identify existing and potential mitigation projects.
2. Look for funding support that can be used for identified mitigation projects.
3. Pursue mitigation projects that improve the resiliency of our critical infrastructure
4. Compile a list of high-risk areas existing within the City of Asheville.
5. Continue outreach to the critical communities that are at risk during disasters

Media Guide

During a disaster, all media requests should come through the designated Public Information Officer (PIO) and communications staff first, so that information that is released is consistent. The City of Asheville has a dedicated PIO position in addition to Fire and Rescue Department staff. The on-scene Incident Commander or PIO can be with you during an interview if needed. If you cultivate good relationships with the media before an emergency, you will get better support from them during an emergency.



Use the following tips when responding to questions from the media:

- Answer all questions directly and as completely as possible.
- If you do not know the question to an answer, say so. Do not guess or exaggerate. Erroneous information can damage your credibility and can cause the public to make bad choices. Get the reporter's contact information, and call back when you have the answer.
- Avoid using "no comment." No comment gives the impression that you have something to hide.
- There is no such thing as "off the record." Anything you say to a reporter is fair game.
- Never argue with reporters or lose your cool. Do not be rude even if the reporter appears to doubt your credibility.
- Be sure the reporter understands your answers and is not putting words in your mouth.
- Avoid answering speculative "what if" questions. Be sure to emphasize positive points you want to make.
- Speak naturally and use terms the public can understand. Avoid using acronyms and jargon.

- Say the most important thing first and then elaborate if necessary. Be succinct and clear in your responses.
- Make one point at a time. During time of high stress people are generally only able to remember short, concise bits of information.
- If you must read a prepared statement, review the information before going to the press. Read in a relaxed manner.
- Be believable, personable and conversational. Credibility is vital to getting your message across.
- Coordinate any requests to tour the scene with the Incident Commander before making any promises to the media.
- Let the ERC and the PIO know if you talk to the media. This is important so that accurate and consistent information is being disseminated in a coordinated manner.

There are three main types of interviews: TV, Radio, and Print.

TV: It is natural to become anxious when a TV personality requests an interview. Don't think you have to have the on-air demeanor of a TV personality – the public knows that this is not who you are. You do not need to dress any differently than you would everyday. Just be yourself. The important thing is to appear honest, straightforward and concerned. Look at the reporter, not the camera. Think of it as a one-on-one conversation with someone you like and you will look more relaxed. Be prepared with visuals that may help make your story better. Suggest meeting the reporter at an area appropriate to the situation to create a better visual location.

Radio: Most radio interviews are conducted over the phone. Prepare by cutting out all distractions. You might want to hold all your calls and shut your door to avoid people entering your office. Talk in a completely normal voice. It's OK to have an accent or to talk in your normal voice that may not be good for radio. Just talk so that you can be understood.

Print: Print interviews usually last longer than radio or TV interviews. The reporter will want more detail. Make sure to block out enough time to do a print interview. If needed, pull other people from the City for the interview, especially if they have expertise on your program/issue

When do you think the story might run? _____

May we provide you with some background information on this topic? _____

How should I send that over? ____ e-mail ____ fax ____ courier ____ mail

Information sent: _____

Other notes: _____

Media & Reporter Contact Information

Organization

Media name: _____ Web site: _____

Physical address: _____ P.O. Box _____

City, state, zip: _____

Main phone: _____ Newsroom phone: _____ Fax: _____

Demographics/audience: _____

Geography/coverage area: _____

Type: _____ Newspaper _____ Magazine _____ TV _____ Radio _____ Internet only _____ Newsletter

Circulation: _____ Parent company: _____

Frequency: _____ Daily _____ Weekly _____ Monthly _____ Quarterly _____ Annually _____ other

Overview: _____

Reporters

Name: _____ (spelling verified) Pronounced _____

Title: _____ Beat/interests _____

Direct phone: _____ E-mail: _____

Address (if different from above): _____

Preferences: _____

Deadlines: _____

Past articles written:

<u>Headline</u>	<u>Date</u>	<u>Topic</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Crisis Communications Response

Develop key messages or talking points. Responsible: _____

1) _____

2) _____

3) _____

____ Select spokespeople. Responsible: _____

Name: _____ Title: _____ Phone: _____

Name: _____ Title: _____ Phone: _____

____ Review talking points with spokespeople. Responsible: _____

____ Determine external interview sources. Responsible: _____

Expert/involved party _____ Willing to interview? _____

Community leader _____ Willing to interview? _____

Other: _____ Willing to interview? _____

____ Follow up on unanswered questions Responsible: _____

____ Assign someone to track incoming calls Responsible: _____

____ Write press release and supporting materials Responsible: _____

____ Distribute information to the media Responsible: _____

____ Set up press briefings Responsible: _____

Unanswered questions: _____

____ Respond to unanswered questions Responsible: _____

After the crisis

____ Evaluate your response success Responsible: _____

____ Update crisis communications plan Responsible: _____

Important Phone Numbers

City Manager Gary Jackson: (828) 259-5604

Assistant City Manager Richardson: (828) 259-5621

COA Emergency Operations Center: (828) 253-4845
(828) 253-4846
(828) 253-4847
(828) 253-4848

Fire & Rescue: (828) 259-5636 (day)
(828) 255-5631 (24 hr)
Chief Greg Grayson (828) 691-5637
Asst. Chief Gary Cornett (828) 778-5649
Asst. Chief Scott Burnette (828) 552-1468

Police: (828) 259-5870 (day)
(828) 259-5878
Chief William Hogan (828) 552-1900
Dep. Chief Ted Lambert (828) 777-4511

Public Works: (828) 259-5935
Director Mark Combs (828) 777-5935
Asst. Director Richard Grant (828) 777-5937

Bunc. Co. Emergency Management (828) 255-5638

Public Information Office: (828) 259-5484
Lauren Bradley (828) 777-1114

Utilities:
Cable:
Charter (800) 955-7766
Electric:
Progress Energy (800) 419-6356
Gas:
PSNC (877) 776-2427
Telephone:
Bell South (877) 737-2478

Useful Web Pages

www.readync.org

www.ready.gov

www.fema.gov

www.redcrosswnc.org

www.ncem.org

www.211wnc.org

www.weather.gov

www.ashevillenc.gov

Phone Numbers

Name	Number

Notes



**Asheville Fire & Rescue
PO Box 7148
Asheville, NC 28801
(828) 259-5636**

“Asheville Fire and Rescue is a CFAI Accredited Agency”

